

**Investing in Results – *San Jose's Partnership for Service Delivery***  
**Implementation Process**  
**Prepare the Organization, Alignment and Performance Measures**

<b>Star Section</b>	<b>Step</b>	<b>Who</b>	<b>Purpose</b>	<b>Products</b>
<b>Prepare the Organization</b>  <b>Estimated Time Required: 3-4 weeks</b>	1. Coaches and Facilitators Meet	Coaches and Dept. facilitators	Build rapport	<ul style="list-style-type: none"> <li>• Working relationship</li> </ul>
	2. Initial Meetings	Department Director, Facilitator, Coach, Labor Liaison	Set the broad context	<ul style="list-style-type: none"> <li>• Understanding Needs, Roles, Responsibilities</li> <li>• Understanding of Application of Key Principles</li> </ul>
	3. Meet with Department Implementation Team	Department Director, Facilitator, Team, Coach, Labor Liaison,	Set the broad context	<ul style="list-style-type: none"> <li>• Clarify their role as support for implementation and sounding board, not decision-making</li> <li>• Commitment</li> <li>• Understanding of dept. implementation needs</li> </ul>
	4. Department Kick-Off	Entire department	Inform and Clarify	<ul style="list-style-type: none"> <li>• Staff understanding of roll out schedule and of their involvement</li> </ul>
	5. Phase I : Benefits and Concerns Workshops	Line Staff and Labor Liaison, Labor Leaders	Obtain Employee Understanding	<ul style="list-style-type: none"> <li>• List of Benefits and Concerns (to Support Team)</li> </ul>

Star Section	Step	Who	Purpose	Products
<b>Align to Mission</b>  <b>Est. Time Required: 4-6 weeks</b>	6. Service Groups and Core Services Workshop (2-3 days)	Mandatory for Management, also include Key Functional Players, Facilitator, Coach <b>NOTE: Key Functional Players are a multi-level group, are knowledgeable of services, have peer respect &amp; include front-line</b>	Determine if we're doing the right things	<ul style="list-style-type: none"> <li>• Draft list of Service Groups and definitions</li> <li>• Draft list of Core Services and definitions; validation of Core Services</li> <li>• First round of training on how to develop PMs</li> <li>• Customer feedback on Core Services</li> </ul>
	7. Mission Alignment Workshop (2-3 days)	Department Director, Sr. Managers, Facilitator, Coach	Determine if we're doing the right things	<ul style="list-style-type: none"> <li>• Final Dept. Mission Statement</li> <li>• Final definitions and lists of Service Groups and Core Services</li> <li>• Aligned Mission, Service Groups &amp; Core Services</li> </ul>
	8. Report Back to Department Support Team, Key Functional Players	Mandatory for Management, Key Functional Players, Coach, Facilitator	Lead and Re-I nvolve	<ul style="list-style-type: none"> <li>• Acceptance &amp; Commitment to Mission, Service Groups &amp; Core Services</li> </ul>
	9. Department-wide Update	Entire Department	Inform and Inspire	<ul style="list-style-type: none"> <li>• Acceptance &amp; Commitment to Mission, Service Groups &amp; Core Services</li> <li>• Understanding of next steps</li> </ul>
	10. Phase II : Benefits and Concerns	Labor Groups, Labor Liaison, Internal Labor Support Team Member(s)	Employee Involvement; build commitment	<ul style="list-style-type: none"> <li>• List of Benefits and Concerns (to Support Team)</li> <li>❖ <b>Milestone 1: Core Services developed by November '99</b></li> </ul>

Star Section	Step	Who	Purpose	Products
<b>Develop PMs</b>  <b>Time required depends on size</b>  <b>[This phase includes operational roll-out to entire organization ]</b>	11. Core Service Performance Measure Workshop	Core Service Owners	Determine measures to manage and communicate	<ul style="list-style-type: none"> <li>PMs for Core Services</li> <li>❖ <b>Milestone 2: Performance Measures for Core Services by March 2000</b></li> </ul>
	12. Core Service Performance Measure Validation	Same attendees as Mission Alignment Workshop	Review, test, and validate PMs for Core Services	<ul style="list-style-type: none"> <li>Revised and/or Validated PMs for Core Services</li> <li>Draft PMs for Service Groups</li> </ul>
	13. Department Training	Appropriate trainers per roll-out schedule, facilitator, coach	Building Capacity	<ul style="list-style-type: none"> <li>Ability to facilitate development of services, their definitions, purpose statements &amp; PMs throughout operational roll-out</li> </ul>
	14. Operational Roll Out	Appropriate groups per roll-out schedule, facilitator, coach as requested	Fully Aligned Department	<ul style="list-style-type: none"> <li>Services &amp; definitions, purpose statements and PMs aligned with a core services and department mission</li> </ul>
	15. Customer Feedback	Managers and Service Delivery Staff and Customers	Stakeholder involvement	<ul style="list-style-type: none"> <li>Customer feedback on performance measures</li> </ul>
	16. Phase III: Benefits and Concerns	Various Labor Groups, Labor Liaison, Internal Labor Support Team Member(s)	Employee Involvement; build commitment	<ul style="list-style-type: none"> <li>List of Benefits and Concerns to Implementation Team</li> </ul>